



**Paper: “Shaping the Shift: Unpacking Uncertainties in Change Management for Service Delivery of Selected Commercial Banks in Nairobi City County, Kenya”**

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Peer review:

Reviewer 1: Fabio Pizzutilo  
University of Bari "Aldo Moro", Italy

Reviewer 2: Daniel Kon Ater  
University of Juba, Republic of South Sudan

Reviewer 3: Foldi Kata  
University of Debrecen, Hungary

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Reviewer A:

Recommendation: Accept Submission

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**The TITLE is clear and it is adequate to the content of the article.**

The title of the paper is well structured and contextualised.

**The ABSTRACT clearly presents objects, methods, and results.**

The Abstract: Condense to reduce repetition and sharpen the focus on key findings and recommendations.

**There are a few grammatical errors and spelling mistakes in this article.**

The author needs to edit some grammatical errors and spellings.

**The study METHODS are explained clearly.**

Methodology: Clarify the sampling rationale, elaborate briefly on the questionnaire's structure, and specify the inclusion/exclusion of pilot test participants in the main sample.

**The body of the paper is clear and does not contain errors.**

The paper is well structured and clear.

**The CONCLUSION or summary is accurate and supported by the content.**

Conclusion: End with a succinct summary statement highlighting the study's overall contribution.

**The list of REFERENCES is comprehensive and appropriate.**

References: Review for consistency, completeness, and formatting. Ensure all cited works are included and listed alphabetically.

*Please rate the TITLE of this paper.*

[Poor] 1-5 [Excellent]

4

*Please rate the ABSTRACT of this paper.*

[Poor] 1-5 [Excellent]

4

*Please rate the LANGUAGE of this paper.*

[Poor] 1-5 [Excellent]

4

*Please rate the METHODS of this paper.*

[Poor] 1-5 [Excellent]

4

*Please rate the BODY of this paper.*

[Poor] 1-5 [Excellent]

4

*Please rate the CONCLUSION of this paper.*

[Poor] 1-5 [Excellent]  
3

*Please rate the REFERENCES of this paper.*

[Poor] 1-5 [Excellent]  
5

**Overall Recommendation!!!**

Accepted, minor revision needed

**Comments and Suggestions to the Author(s):**

The manuscript is generally well-written and easy to understand. Only minor grammatical and formatting edits are needed.

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Reviewer B:

Recommendation: Revisions Required

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**The TITLE is clear and it is adequate to the content of the article.**

Yes it is

**The ABSTRACT clearly presents objects, methods, and results.**

Yes it is

**There are a few grammatical errors and spelling mistakes in this article.**

The article is not free of grammatical errors and spelling/formatting mistakes.

While the overall narrative is understandable, the manuscript requires a thorough round of professional copy-editing and proofreading to correct several noticeable issues.

**The study METHODS are explained clearly.**

Yes they are

**The body of the paper is clear and does not contain errors.**

The results are clearly reported. Nonetheless, the discussion contains in my view a minor issue in magnitude interpretation. Indeed, both the abstract and discussion describe the effect as "strong". However, the reported values for Leadership, Stakeholder Engagement, and Communication, although significant, are very small. Therefore, in my opinion, while significant, these are generally indicative of a small practical effect. To the contrary, the Planning strategy is the only variable with a moderately large effect. The discussion should be modified to accurately reflect that while all four variables significantly influence service delivery, the magnitude of the effect is small for three of the four strategies.

**The CONCLUSION or summary is accurate and supported by the content.**

Yes it is

**The list of REFERENCES is comprehensive and appropriate.**

Yes it is

*Please rate the TITLE of this paper.*

[Poor] 1-5 [Excellent]  
5

*Please rate the ABSTRACT of this paper.*

[Poor] 1-5 [Excellent]  
5

*Please rate the LANGUAGE of this paper.*

[Poor] 1-5 [Excellent]  
2

*Please rate the METHODS of this paper.*

[Poor] 1-5 [Excellent]  
4

*Please rate the BODY of this paper.*

[Poor] 1-5 [Excellent]  
3

*Please rate the CONCLUSION of this paper.*

[Poor] 1-5 [Excellent]  
4

*Please rate the REFERENCES of this paper.*

[Poor] 1-5 [Excellent]  
4

**Overall Recommendation!!!**

Accepted, minor revision needed

**Comments and Suggestions to the Author(s):**

The manuscript addresses a relevant and important topic: the relationship between change management strategies and service delivery within a specific context (Commercial Banks in Nairobi City County, Kenya).

The paper is well-structured, the methodology is sound, and the results are clearly presented. However, the paper requires minor revisions before being suitable for publication, primarily concerning copy-editing and the careful interpretation of statistical results.

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Reviewer C:

Recommendation: Revisions Required

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**The TITLE is clear and it is adequate to the content of the article.**

The title is clear and it is adequate to the content of the article.

**The ABSTRACT clearly presents objects, methods, and results.**

The abstract clearly presents objects, methods, and results.

**There are a few grammatical errors and spelling mistakes in this article.**

There are a few grammatical errors and spelling mistakes in this article.

On 6th page Behavioral, behavior, and on 7th page behavior, behaviors and on 8th page twice behaviour. The authors should decide use American or British English version of this word.

**The study METHODS are explained clearly.**

The study METHODS are explained clearly.

From first till fifth tables I missed the relative standard deviation, and if the list of statements were evaluated by 5 stages of Likert scale question type, the authors should give the meaning of 1 and 5

**The body of the paper is clear and does not contain errors.**

The body of the paper is clear and does not contain errors.

**The CONCLUSION or summary is accurate and supported by the content.**

The conclusion or summary is accurate and supported by the content.

**The list of REFERENCES is comprehensive and appropriate.**

The list of references is NOT comprehensive and appropriate.

The following references sources quoted from the text are missing

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On 8th page: (Laplume, 2008). In reference: Laplume, Sonar, and Litz (2008),  
irodalomjegyzékben: Laplume, A. O., Sonpar, K., & Litz, R. A. (2008). Stakeholder theory: Reviewing a theory that moves us. *Journal of management*, 34(6), 1152-1189.

The authors write it separately in the bibliography, and write the last name together when citing:  
Ebong Keng, H. (2021). Organizational change and performance thesis Centriauniversity of applied science. Case study: African Financial Company SOFINA SA, Cameroon.  
irodalomjegyzékben ez az évszám: House, R.J., (1996) citációnál a 6. oldalon House (1971)

Duplication in references:

Thomas, O. O. (2021). Change Management and its Effects on Organizational Performance of Nigerian Telecoms Industries: Empirical Insight from Airtel Nigeria. Lagos State University  
Thomas, O. O. (2021). Change Management and its Effects on Organizational Performance of Nigerian Telecoms Industries: Empirical Insight from Airtel Nigeria. Lagos State University.  
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18. Smith & Jones, 2020;
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20. Song (2009),
21. Sterkfontein (2010

***Please rate the TITLE of this paper.***

[Poor] 1-5 [Excellent]

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***Please rate the ABSTRACT of this paper.***

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***Please rate the LANGUAGE of this paper.***

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***Please rate the METHODS of this paper.***

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***Please rate the BODY of this paper.***

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***Please rate the CONCLUSION of this paper.***

[Poor] 1-5 [Excellent]

5

***Please rate the REFERENCES of this paper.***

[Poor] 1-5 [Excellent]

1

**Overall Recommendation!!!**

Accepted, minor revision needed

**Comments and Suggestions to the Author(s):**

sources of tables are missing for example: Source: own editing

On page 22, the last 5 lines are not out of line

On page 24, it mentions only the hypotheses, after research objectives, the hypotheses are missing

For 3 or more authors, the term et al was not always used, but the surnames of all authors were written

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